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12 October 1948

MEMORANDUM FOR: THE DIRECTOR
VIA: THE EXECUTIVE DIRECTOR
THE DEPUTY DIRECTOR

SUBJECT: Reorganization of ICAPS

1. Attached are the detailed views of ICAPS members on the above subject.

2. Briefly most of us think that, with CIA "legitimized" in the National Defense Act and thus being more firmly established in its own right, many of ICAPS original functions have naturally changed or have ceased to exist.

3. The Standing Committee members in the IAC Agencies do much of the coordination work within their own departments causing, to a considerable extent, expensive duplication of personnel.

4. Today most of the CIA planning for operations is done by the various staffs in CIA offices - who maintain direct liaison on the operational level with the IAC agencies.

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5. Only ICAPS officers, other than the Joint Staff Liaison Officer, are now regularly assigned part-time duties on outside committees (NSC Staff and SANACC Subcommittee) and much of this work as presently constituted is non-essential from the CIA point of view. The Joint Staff Liaison Officer performs duties that are confined to ORE, to a large extent, and has not participated in the coordinating functions of ICAPS.

6. Accordingly, nowadays there is not enough work to keep ICAPS busy with its present staff of

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7. Some overall interdepartmental coordination and liaison is necessary, as well as specific "trouble shooting," in addition to that performed on the operational level, and some overall planning, and some representation on committees or Staffs, at least in the initial stages of a project or when a subject under discussion is of especial interest to CIA. We think that all of this can be done with reduced personnel in ICAPS and that the balance of the ICAPS personnel can be used more advantageously elsewhere in CIA.

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-2-

8. Whether additional duties should be given to ICAPS or the former survey and inspection work be restored are matters which are within the purview of the directorate of CIA. It is thought, however, that whether the ICAPS personnel should be reduced or the duties of ICAPS increased.

9. It is recommended, therefore, that:

1. If ICAPS personnel is to be reduced:

a. The Joint Staff Liaison Officer and his stenographer should be assigned to ORE.

b. ICAPS personnel should be reduced to officers and the most experienced stenographers to perform the duties listed in paragraph 7 above.

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2. If ICAPS is to remain as presently constituted:

a. Additional duties should be assigned to ICAPS.

CHIEF, ICAPS

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Attachments: 6

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Next 2 Page(s) In Document Exempt

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